

Indiana Criminal Justice Institute

VICTIM SERVICES DIVISION



Grant Resource Manual

November 2005

Table of Contents

Funds Available.....	3
Role of the Victim Services Division.....	3
VOCA Grant Guidelines.....	4
Definitions	
Eligible Agencies	
Eligibility Requirements	
Eligible Activities	
Ineligible Activities	
Match Requirements	
VAWA Grant Guidelines.....	9
Eligible Agencies	
Eligible Activities	
Ineligible Activities	
Allowable Costs	
Match Requirements	
Strategic Planning.....	11
Reporting.....	12
Program Match Requirements.....	13
Memorandums of Understanding.....	15
Tips for Successful Grant Writing.....	16
Funding Barriers.....	18
Financial Management Do's and Don'ts.....	18
Checklist for Grant Management.....	21
Volunteer Usage.....	21
Preparing for a Site Visit.....	22
Frequently Asked Questions.....	23

**Indiana Criminal Justice Institute
Victim Services Division
Grant Recipient Resource Manual**

Funds Available

The Crime Victims Fund was established by the Victims of Crime Act (VOCA) in 1984, and serves as a major funding source for victims throughout the country. Each year millions of dollars are deposited into this fund from criminal fines, forfeited bail bonds, penalty fees and special assessments collected from U.S. Attorney's Offices, U.S. Courts and the Bureau of Prisons. These dollars come from offenders convicted of federal crimes.

Since 1995, Violence Against Women Act (VAWA)- STOP funds have been appropriated annually by Congress specifically to enhance services to women who are victims of domestic violence, stalking and sexual assault.

Roles of the Victim Services Division

The Victim Services Division, under the Indiana Criminal Justice Institute is the designated administrator of victim assistance funds by Indiana Code 5-2-6.1. This includes state general funds, VOCA Assistance, VOCA Compensation and VAWA and other funds received in Indiana to provide services to victims and victim service providers. The Indiana Criminal Justice Board of Trustees works with the Victim Services Division in identifying annual victim and service provider needs and sets the grant projects and focuses for competitive applications.

The Victim Services Division has one division director, one grant program manager and three victim compensation claim analysts.

All Victim Services staff can be reached by calling (317) 232-1233 or (800) 353-1484.

Victim of Crime Act (VOCA) Grant Guidelines

VOCA Service Element Definitions

Crisis Counseling: VOCA funds can be used to provide in-person crisis intervention emotional support, guidance and counseling provided by advocates, counselors, mental health professional, or peers. Such counseling may occur at the scene of the crime, immediately after a crime or on an ongoing basis.

Information and Referral: (In-person): VOCA funds can be used for in-person contacts with victims during which time, services, and available support are identified.

Follow-up: VOCA funds can be used to provide in-person or telephone contact and written communication with victims to offer emotional support, provide empathetic listening, check on victim's progress, etc.

Therapy: VOCA funds can be used to provide intensive professional psychological or psychiatric treatment for individuals, couples and family members related to counseling for emotional support in crisis arising from the occurrence of crime. This includes the evaluation of mental health needs, as well as the actual delivery of psychotherapy.

Group Treatment/Support: VOCA funds can be used to provide coordination and provide supportive group activities, which can include self-help, peer, social support, etc.

Shelter/Safe House: VOCA funds can be used to provide short-term or long-term housing and related support services to victims and members of their families following victimization.

Crisis Hotline: VOCA funds can be used to provide services through the operation of a 24-hour telephone service. Seven (7) days a week, and includes telephone counseling for victims of survivors.

Criminal Justice Support/Advocacy: VOCA funds can be used for assistance and advocacy to victims at any stage through the criminal justice process, to include post-sentencing services and support.

Emergency Financial Assistance: VOCA funds can be used to assist victims with transportation, food, clothing, and emergency housing. This includes services, which offer an immediate measure of safety to crime victims, such as boarding up broken windows and replacing or repairing locks.

Emergency Legal Advocacy: VOCA funds can be used to file, assist in filing or completing protection orders, injunctions, elder abuse petitions and child abuse petitions, but does not include criminal prosecution or employment of private attorneys for non-emergency purposes, divorces, or civil restitution recovery efforts. VOCA funds can be used for providing victims of domestic violence with legal assistance such as child

custody and visitation proceedings “when such actions are directly connected to family violence cases and are taken to ensure the health and safety of the victim.”

Assistance in Filing Compensation Claims: VOCA funds can be used to make victims aware of the availability of crime victim compensation, assist victims in completing the required forms, or assist in gathering the needed documentation, etc. It may also include follow-up contact with the victim compensation agency on behalf of the victim.

Personal Advocacy: VOCA funds can be used to assist victims in securing victim rights, remedies and services from other agencies; locating emergency financial assistance, intervening with employers, creditors and others on behalf of the victim; assisting in filing for losses covered by public and private insurance programs including workers compensation, unemployment benefits, welfare, etc.; accompanying the victim to the hospital, court, etc.

Telephone Contact: VOCA funds can be used to contact victims during which time services and available support are identified. This does not include calls during which counseling is the primary function of the telephone call.

Transportation: VOCA funds can be used to provide necessary transportation to a shelter, court, hospital, doctor appointments, etc.

Victims with Disabilities: VOCA funds can be used to purchase such items such as Braille equipment for the blind or TTY/TTD machines for the deaf, or to make minor building improvements that make services more accessible to victims with disabilities.

Restorative Justice: VOCA fund expenditures can be used for restorative justice opportunities, when such meetings are requested or voluntarily agreed to by the victim. Restorative justice programs must have possible beneficial or therapeutic value to crime victims.

Financial Exploitation: VOCA funds can be used to serve victims of fraud. Although VOCA funded programs cannot restore the financial losses suffered by victims of fraud, victims are eligible for counseling, criminal justice advocacy, and other support services.

Eligible Agencies

Agencies eligible to receive VOCA funds are:

- Nonprofit and public organizations that provide direct services to crime victims;
- Criminal justice agencies such as law enforcement agencies, prosecutors offices, courts, corrections, probation and parole authorities for victim services that exceed the boundaries of their mandates;
- Religiously affiliated organizations provided that services are offered to all crime victims without regard to religious affiliation and receipt of services not contingent upon participation in a religious activity or event; and

- Hospitals and emergency medical facilities that provide VOCA-eligible services to crime victims.

Eligible agencies include, but are not limited to:

- Shelters
- Rape Crisis Centers
- Victim Advocate Agencies
- Prosecutor Offices
- Courts
- Social Service Agencies
- Religious Organizations
- State Crime Victim Compensation Agencies
- Adult Protective Services
- Law Enforcement Agencies
- Mental Health Agencies
- Child Treatment Facilities
- Correctional Facilities
- Public Housing Agencies
- Hospitals/Emergency Medical Facilities

Eligibility Requirements

Agencies must meet the following criteria to receive VOCA funds:

- Be operated by a public, tribal or nonprofit organization; or a combination of such organizations and provide direct services to crime victims;
- Demonstrate a record of providing effective direct services to crime victims;
- Meet program match requirements (match must be derived from non-federal dollars, dollars not specifically marked for the same services, and must be used for VOCA-eligible activities);
- Meet program standards set forth by the Victim Services Divisions;
- Performance and financial reports must be current with no missing documents
- Use volunteers (unless a volunteer waiver is submitted);
- Promote, within the community, coordinated public and private efforts to aide crime victims;
- Assist crime victims in seeking Crime Victim Compensation benefits;
- Comply with VOCA program guidelines and Federal Financial and Administrative Guide for Grants;
- Provide services to victims of federal crimes on the same basis as victims of state crimes;
- Provide services to victims of crime at no charge; under VOCA funded project;
- Abide by criteria in contract between the grantee and the Indiana Criminal Justice Institute

Eligible Activities

To be eligible for VOCA funding, a service must be providing direct services to victims of crime. Direct services are:

- Services that immediately respond to the emotional and physical needs (excluding medical care) of crime victims such as crisis intervention, accompaniment to hospitals for medical examinations, hotline counseling, emergency food, clothing and transportation and shelter, emergency legal assistance and other emergency services that are intended to restore the victims sense of dignity and self-esteem;
- Counseling, group treatment and therapy;
- Advocacy on behalf of crime victims including accompaniment to criminal justice offices and court, transportation to court, child care to enable victims to attend court, restitution advocacy and assistance with victim impact statements.
- Services which offer an immediate measure of safety to crime victims such as boarding up broken windows or replacing locks;
- Forensic examinations for sexual assault victims (to the extent that other funding sources are not available);
- Costs that are necessary and essential to providing direct services such as prorated costs of rent, telephone service, transportation costs for victims and locate travel expenses for direct service providers;
- Costs that are directly related to providing direct services through staff including salaries and fringe benefits; and
- Opportunities for crime victims to meet with perpetrators, which are voluntarily agreed to by the victim and have a beneficial or therapeutic benefit to the victim.

The following are services or activities not generally considered direct services but can be eligible for **limited VOCA funding**:

- Skills training for staff
- Equipment and furniture;
- Contracts for professional services;
- Operating costs including supplies, printing, postage, brochures which describe available services, books and other victim-related materials;
- Supervision of direct services staff and volunteer coordinators;
- Repair or replacement of essential items;
- Presentations that are made in schools, community centers or other public forums that are designed to identify crime victims and provide or refer them to needed services.

Ineligible Activities

The following services, activities and costs **cannot be supported** with VOCA funds:

- Lobbying and administrative advocacy
- Perpetrator rehabilitation and counseling;
- Needs assessments, surveys, evaluations, studies and research efforts;
- Activities directed at prosecuting an offender and/or improving the criminal justice system's effectiveness;
- Fundraising activities;
- Indirect costs;
- Nursing home care, home health care and hospital care;
- Relocation expenses;
- Salaries, fees and reimbursable expenses associated with administrators, executive directors, board members, etc.;
- Development of protocols, interagency agreements and other working agreements;
- Costs of sending individual crime victims to conferences;
- Development of training materials;
- Crime prevention activities;
- Preparing grant applications and other funding requests; and
- Attending meetings for task force commissions, working groups, coalitions and/or multidisciplinary teams.

Match Requirements

VOCA- 20% - may be cash or in-kind, but funds may not be federal or otherwise obligated funds.

Violence Against Women Act (VAWA) Grant Guidelines

Eligible Agencies

Agencies eligible to receive VAWA grants and the funding allocations are as follows:

- ❑ Victim Services- Nonprofit, nongovernmental victim service agencies providing services to victim of domestic violence, sexual assault and stalking- 30%
- ❑ Law Enforcement Agencies- 25%
- ❑ Prosecutors- 25%
- ❑ Discretionary- 5%
- ❑ Courts- 5%
- ❑ Administrative- 10%

Eligible Activities

- ❑ Training law enforcement officers, judges, other court personnel, and prosecutors to more effectively identify and respond to violent crimes against women, including the crimes of sexual assault, domestic violence, and dating violence;
- ❑ Developing, training, or expanding units of law enforcement officers, judges, other court personnel, and prosecutors specifically targeting violent crimes against women, including the crimes of sexual assault and domestic violence;
- ❑ Developing and implementing more effective police, court, and prosecution policies, protocols, orders, and services specifically devoted to preventing, identifying, and responding to violent crimes against women, including the crimes of sexual assault and domestic violence;
- ❑ Developing, installing, or expanding data collection and communication system, including computerized systems, linking police, prosecutors, and courts or for the purpose of identifying and tracking arrests, protection orders, violations of protection orders, prosecutions, and convictions for violent crimes against women, including the crimes of sexual assault and domestic violence;
- ❑ Developing, enlarging, or strengthening victim services programs, including sexual assault, domestic violence, and dating violence programs, developing or improving delivery of victim services to underserved populations, providing specialized domestic violence court advocates in courts where a significant number of protection orders are granted, and increasing reporting and reducing attrition rates for cases involving violent crimes against women, including crimes of sexual assault, domestic violence, and dating violence;
- ❑ Developing, enlarging, or strengthening programs addressing stalking;
- ❑ Developing, enlarging, or strengthening programs addressing the needs and circumstances of Indian tribes dealing with violent crimes against women, including the crimes of sexual assault and domestic violence;
- ❑ Supporting formal and informal statewide, multidisciplinary efforts, to the extent not supported by state funds, to coordinate the response of state law enforcement agencies, prosecutors, courts, victim services agencies, and other state agencies and

departments, to violent crimes against women, including crimes of sexual assault, domestic violence, and dating violence.

- ❑ Training of sexual assault forensic medical personnel examiners in the collection and preservation of evidence, analysis, prevention, and providing expert testimony and treatment of trauma related to sexual assault;
- ❑ Developing, enlarging, or strengthening programs to assist law enforcement, prosecutors, courts, and others to address the needs and circumstances of older and disabled women who are victims of domestic violence or sexual assault, including recognizing, investigation, and prosecuting instances of such violence or assault and targeting outreach and support, counseling, and other victim services to such older and disabled individuals;
- ❑ Providing assistance to victims of domestic violence and sexual assault in immigration matters.

Ineligible Activities

- ❑ VAWA funds may not support legal or defense services for perpetrators of violence against women, but they may support batterers' intervention programs, if the intervention is part of a graduated range of sanctions that use the coercive power of the criminal justice system to hold abusers accountable for their criminal actions and for changing their behavior.
- ❑ Children's services supported with VAWA funds must be inextricably linked to providing services to victims of domestic violence. For example, VAWA funds may support the expansion of shelter services for battered women to include programs for their children, but not to support violence prevention curricula in schools.

Allowable Costs

In general, S.T.O.P. Program grants may support personnel, training, technical assistance, data collection, and equipment costs to enhance the apprehension, prosecution, and adjudication of persons committing violent crimes against women, and to provide or improve services for victims.

Match Requirements

All VAWA grants, including formula funds for domestic violence/sexual assault programs are required to provide a **25%** match. Match may be in kind or cash. The purpose of the **25%** matching funds is to augment the amount of resources available to the project from grant funds and to foster the dedication of local and community resources to the purposes of the project. The costs of activities counted as match must be directly related to the project goals and objectives. For example, if half of an advocate's time is supported with grant funds, that advocate must track all of his or her time to demonstrate 50% of it was devoted to the grant-funded project. In-kind match must be documented in the same manner as grant-funded activities.

Strategic Planning

All though it is not required, the Indiana Criminal Justice Institute highly recommends that all programs have a strategic plan in place describing how they are going to provide services for the next year, including a complete projected budget. This should be a plan, formulated with the program's board or governing body and with the board's or governing body's approval, and shall address how the program will provide services to victims from top to bottom, including all activities and document the funding streams used to pay for each of the activities.

The strategic plan should include:

- ❑ Mission statement;
- ❑ Description of the community the program serves;
- ❑ Includes a description of programs and services;
- ❑ How the program will identify and address services to underserved populations;
- ❑ Incorporates cooperation between relevant agencies (particularly to include any other victim service providers in the county);
- ❑ Specific problems the program will address, using goals and measurable objectives;
- ❑ How the program will address the identified problems, including what funding streams will be used to address each problem;
- ❑ Include program, staff and fund development;
- ❑ Include activities to accomplish objectives;
- ❑ How the program will measure differences made;
- ❑ Timelines for accomplishment; and
- ❑ Provide for an annual review and update of the stated goals and objectives.

A strategic plan will make mid-year and year-end reporting smooth, as you will have already identified how you will measure progress in reaching your goals.

Reporting

Required Reporting for All Sub-grants

Statistical reporting is required for VOCA and S.T.O.P.

- ❑ Subgrantee Award Reports (SAR) and all award documentation are due to ICJI within 60 days of receipt of grants.
- ❑ Quarterly Financial Reports are due October 20th, January 20th, April 20th and July 20th
- ❑ Final Financial Reports are due 90 days after the grant closes
- ❑ VOCA Performance Reports are due January 20th and July 20th
- ❑ STOP Performance Report is due January 20th. This report will be statistical data from January 1st to December 31st.

Failure to meet reporting deadlines may lead to suspension of funds.

Reports may be faxed, mailed or e-mailed. If you fax or e-mail the report, there is no reason to send another hard copy via regular mail. Hard copies are needed where an original signature is required. i.e. financial reports and contracts, etc.

Budgeted Funds

It is important to check your rate of expenditures periodically during the grant period to ensure the expenditures are on track so funds can be reallocated as necessary. Budget change request may be submitted to the Division any time during the grant cycle prior to **June 15th**. A budget modification is a change in the budget such as reallocation of funds, reversion of funds, or receipt of additional funds. Budget change requests may be granted to move funds from one authorized category to another, but a new spending category may not be added that may change the original purpose of the grant.

The following examples of when you may want to request reallocation of funds:

- ❑ If you were awarded grant funds to purchase a computer, but find what you really need is a copier. You may want to reallocate funds from one area to equipment in order to purchase the copier, which costs more than the computer.
- ❑ You discover you have extra funds in one category and not enough in another category, so you may want to reallocate funds.

Reversion of Funds

All contracted funds must be spent by the end of the contracted grant period. If you determine you will be unable to expend all of the funds by the end of the grant period, it is imperative the funds must be returned to the Division as soon as possible. **You cannot carry over funds from one grant period to the next.**

Program Match Requirements

Matches

- ❑ VOCA- 20% - may be cash or in-kind, but no federal or otherwise obligated funds
- ❑ VAWA (STOP)- 25%- may be cash or in-kind, but no federal or otherwise obligated funds

Computing the Match Funds

Federal dollars requested (divided by) Federal percent (equals) Total Project Cost

Next

Total Project Cost (minus) Federal dollars requested (equals) Required Match

Example: \$12,000 / 80% = \$15,000 (total)

\$15,000 - \$12,000 = \$3,000 (match)

The purpose of matching contributions is to increase the amount of resources available to projects supported by federal grants. Matching contributions vary from grant to grant, but must be derived from non-federal sources. Also, it is not allowable to match a federal grant with state funds as state funds have already been designated to cover specific activities. All funds designated as match are restricted to the same uses as the grant itself and must be expended within the grant period. Match can be reported at an accelerated rate to meet the match requirement early, however, you cannot delay reporting match until the end of the contract.

Match records must be maintained and clearly show the source, the amount, and the period during which the match was allocated. The basis for determining the value of personal services, materials, equipment, and space must be documented. Volunteer services must be documented and supported in the same methods used by the programs paid employees. It is not recommended for a program to over match.

Cash Match

Cash match (sometimes called 'hard' match) includes actual dollars spent for the project-related costs. For example, dollars spent on pro-rated portion of the rent, or for direct service providers' salaries. Cash match must be tied to the overall cost of the specific grant activity.

In-kind Match

In-kind match (sometimes called 'soft' match) is the value of goods or services received or provided that has no associated cost to the program. For example, donated time by professional or volunteers, equivalent rental value of donated equipment, etc. It is recommended the hourly rate assigned to the volunteer match be the hourly rate of an entry-level advocate in your program. Allowable in-kind match may be all hours during

which a volunteer provides direct services to victims. You may also count on-call hours as long as they are consistent with your personnel policies for paid staff. For example, if paid staff receives compensation for a minimum of two hours of an eight-hour on-call shift, even if they are not actually called out, then you may count the volunteer's hours in the same fashion.

In-kind match may include donations of expendable equipment; office supplies; workshop or education and training materials; work space; or the monetary value of time contributed by professional and technical personnel and other skilled and unskilled labor, if the services provided are an integral and necessary part of a funded project. The value placed on loaned or donated equipment may not exceed its fair rental value. The value placed on donated services must be consistent with the rate of compensation paid for similar work in the organization or the labor market. Fringe benefits may be included in the valuation.

Volunteer services must be documented and, to the extent feasible, supported by the same valuation methods used by the recipient organization and its employees. The value of donated space may not exceed the fair rental value of comparable space, as established by an independent appraisal of comparable space and facilities in a privately owned building in the same locality. The value for donated tangible goods shall be reasonable and not exceed the fair market value at the time of the donation. The basis for determining the value of personal services, materials, equipment, and space must be documented.

Following are some specific examples of possible sources of match for this program:

- ❑ If an entity, other than the sub-grantee, donates office space free of charge to the sub-grantee for the project, the rental value of the space may be used as match. For example, a police department may donate an office to house a victim advocate from a domestic violence shelter. Similarly, the cost of utilities, insurance, security, janitorial services and the like may be used as in-kind match to the extent they are not being paid out of grant funds. Programs also may receive short-term donations of space, such as a room to hold a meeting or a training event, which may be used as match.
- ❑ The salaries of any employees of the sub-grantee that are working on grant related purposed, but not paid with grant funds might be used. For example, a hotline coordinator at a shelter, a police officer or prosecutor working on a sexual assault unit or other employees could be used as match to the extent that they are not paid by Federal funds.
- ❑ If the sub-grantee has a board of directors or advisory board and the members are not compensated for their time, the time spent by the council members may be used as match. Any other volunteers involved in the project, such as trainers and speakers, pro bono attorneys and other professionals, hotline volunteers, people volunteering to give public presentations about the sub-grantee or about violence against women, volunteers facilitating support groups, and child care volunteers also may be used as match.

- ❑ The reasonable value of other donated tangible goods may be used as match. For example, a program may receive donations of used clothing, the reasonable value of which may be used. A funded shelter may also solicit donations both from individuals and from companies such as supermarkets of food and items such as shampoo and toothpaste for use by victims, toys and other supplies such as diapers or formula for victims' children, and supplies for the program itself such as furniture or computers.
- ❑ Subgrantees also may receive donations of services that can be used as match. For example, a local printing company may agree to print some training materials at no cost to the program. Other examples of donated services may include web space and services, other computer services, legal services, translation services, telephone services and accounting services for the program as well as psychological counseling, job training, medical services, taxi and hotel vouchers, and child care services for victims. The services could be provided by an individual volunteer or by a company.

Memorandums of Understanding (MOU)

Once an award has been made, each sub-grantee receiving a competitive grant from VAWA and VOCA funding streams must return a MOU. The MOU must be current, signed, dated and returned to ICJI with 60 days of receiving award information. The MOU must be created and signed by the implementing agency head, the legal applicant, and if applicable the legal fiscal agent.

The MOU must do the following:

- ❑ Identify the partners and their relationship to the project;
- ❑ Specify the extent of each party's participation in developing
- ❑ Clearly state the roles and responsibilities each organization or agency would assume to ensure the success of the proposed project;
- ❑ Identify the representatives of the planning and development team who will be responsible for developing and implementing project activities and describe how they will work together and with project staff;
- ❑ Demonstrate a commitment on the part of all project partners to work together to achieve stated project goals;
- ❑ Indicate approval of the proposed project budget by all signing parties; and
- ❑ Describe the resources each partner would contribute to the project, either through time, in-kind contributions, or grant funds (e.g. office space, project staff, training).

Tips for Successful Grant Writing

Before you begin

- ❑ Read carefully through the guidelines and application packet. Understanding the eligibility requirements will save you from writing an ineligible application or from having items removed because they are ineligible. Becoming familiar with the material will help you find needed information as you prepare your application.
- ❑ Get organized. Gather and organize all the information you need. This will facilitate your thinking and writing process.
- ❑ Prepare a schedule. Allow plenty of time to complete the application including time to proofread, edit, revise, obtain necessary signatures and make all copies. Allow for error and don't leave final preparations until the last minute. You want to submit your application on time.

Preparing your application

- ❑ Read and follow all instructions. Your application can be processed much more quickly if requested information is complete and correct.
- ❑ Complete each section of the application and answer all questions.
- ❑ If you think a question doesn't apply to your program, call the program manager and ask what you should do or respond to the question with an explanation of why the question does not apply. Do not leave any questions blank or omit questions because it will appear you may have forgotten to respond.
- ❑ If any portion of your application is incomplete and you receive a grant award, there will be special conditions in your contract, which will need to be addressed prior to the release of grant funds.

Project narrative, project description or problem statement

- ❑ Restate the narrative question and then follow the question with your answer. Grants are reviewed based on the requested information in the application kit. If you follow the required format it will be easier for the reviewers to locate the information.
- ❑ Answer the narrative questions clearly and concisely.
- ❑ Include sufficient details and explanation as necessary to fully answer the questions. If you include excess information not requested by the grantor, your meaning may be lost.
- ❑ Keep the language simple and direct.
- ❑ Explain all abbreviations or terms someone outside your agency may not understand.
- ❑ Use headings or bullet formats if appropriate.
- ❑ Use page numbers and a table of contents as it helps with clear organization of your application.
- ❑ If you have a strategic plan for your agency, explain how this project and funding will address goals as outlined in your strategic plan.

Definitions of Goals and Objectives are used in the narrative portion of your grant application are as follows:

Goals

A goal is a general statement of what you want to accomplish. A goal is a desired end result.

- ❑ Goal statements use directional words and often begin with “To.” Goals should be short, simple statements, not too specific.
- ❑ Goals should be measurable
- ❑ Goals should provide a clear direction for your program.
- ❑ Goals should assist in fulfilling the agencies mission and vision.
- ❑ Goals should address gaps between the current and desired level of services.
- ❑ Goals should be challenging, but realistic and achievable.

For example:

- To increase community awareness of our services
- To increase advocacy services
- To improve collaboration with other victim assistance programs
- To expand our volunteer program
- To expand counseling services

Objectives

- ❑ An objective is a specific, measurable, time-bound statement of desired results.
- ❑ An objective will reflect specific, desired accomplishments.
- ❑ An objective will be challenging, yet realistic and attainable.
- ❑ An objective will specify a result, rather than an activity.
- ❑ An objective will contain a specific time frame of completion.
- ❑ An objective will lead to goal attainment.
- ❑ An objective will enable measurement of the progress made toward completion of the objective.

For example:

- To develop and distribute two brochures annually
- To provide on-scene crisis response 24-hour a day, 7 days a week beginning in July 2004
- To contact three individual victims’ assistance programs each quarter for the purpose of establishing/maintaining collaborative efforts to serve victims of crime
- To increase the number of program volunteers by 10 during FY 2005
- To facilitate weekly group counseling sessions beginning July 1, 2004.

Project Budgets

- ❑ Review the budget rules regularly while preparing your request. A line item for an ineligible expense may cause the total amount of the grant award to be less than requested.
- ❑ Be reasonable in your budget request. Funds are limited and the Division would like to provide funding to as many programs as possible.
- ❑ Double-check your math. Calculation errors may also cause an award amount to be less than expected.

Funding Barriers

Each year, each grant stands on its own merit. There are no guarantees to continue projects, or that new projects will be funded at the level being sought in the grant proposal or what projects were funded for the past.

Some deficiencies seen during grant review, which may effect full funding of the proposed project could be:

- ❑ Leaving an entire section uncompleted
- ❑ Required attachments missing
- ❑ Incomplete or inaccurate budget including match
- ❑ Not getting the application returned by the grant application deadline

Barriers to fully funding an existing project grant application may be the result of:

- ❑ Reports being 30 or more days late. These reports include financial and performance reports, subgrantee award report, MOU's, a award contract and any other requested information.
- ❑ Significantly inaccurate financial reports
- ❑ Unresolved material finding from prior site visit
- ❑ Unallowable budget modifications
- ❑ Commingling of funds
- ❑ Required match funds not used for allowable purposes

Financial Management Do's and Don'ts

This section will be of greatest benefit to directors of small non-profit organizations who are struggling to provide important services to the public and generally looking to break even between income and expenses. Most government agencies and large non-profit agencies have dedicated and independent financial personnel. Some of the following are recommended practices, some are federal guidelines and some are acceptable accounting practices. You should follow all.

Do...

- contract with an accountant before an auditor. Both are accountants, but it is important to have set up your financial system before having the other inspect your proficiency in classifying resources and expenditures towards development of balance sheets, and income statements.
- assure some separation of fiscal responsibilities. While you might not have the staff to accomplish this, you do have a board of directors. Require they assume their responsibilities. At a minimum, another party should reconcile accounts and verify disbursements.
- immediately record all transactions. The day's end is adequate, but waiting a week is inviting trouble.
- track the sources and expenditure of match funds or in-kind contributions. These must go towards the specific grant allowable activities.

- submit timely reports. This reflects on the reliability of the subgrantee and grantee. Untimely reports distort the accuracy of the overall grant financial position, reported each quarter, and could indicate poor monitoring of the funds.
- track grant funded equipment in your standard inventory procedures, which include identifying present location and condition, acquisition cost, manufacturer's model and serial numbers and, ultimate disposition.
- establish written procurement procedures. Minimum standards exist for federal funds.
- double check your math and verify your expenditures when completing quarterly reports. ICJI site visits may emphasize verifying a randomly chosen single month's activities. Double checking data will help assure a good administrative history.
- utilize pre-numbered and sequential financial documents in order
- keep accurate time and activity reports for all grant funded, or partially funded positions. This is a common audit finding; many don't recognize these financial documents.
- budget! Each month provide your board treasurer and chairperson with the month's fiscal report. This should show actual revenue and expenditure activity for the month and year to date. Explain any variance. Include next month's projected activities and if the board doesn't ask for a financial report...provide it to them anyway.
- report modifications to your program manager. Use the approved ICJI grant amendment worksheet for all budget changes.
- keep all receipts, receiving reports, invoices, checks, etc. Lack of documentation is on of the audit findings.

Don't...

- hire a relative, even for a menial job, or hire your own consulting firm without a resolution from the board.
- commingle funds! This is frequently misunderstood, but is one of the most common audit findings. A simply way to assure you are not commingling is to identify the revenue source for each expenditure. The average bookkeeping program can trace this for you, even for multiple revenue sources. If you are not familiar with these, your accountant can set one up for you.
- overlook audit findings. Reportable conditions on the management letter generally can be informally corrected.
- claim expenditures for obligations beyond the funding period.
- hire auditors or receive their report (when audits are required) as that should be the function of the board treasurer or board of directors.
- temporarily cover one grant's expenditure with other grant funds.

Tracking of Expenditures

1. If your grant project includes emergency expenses for victims then you must keep records of who received the funds and how and when the funds were used (keep receipts).
2. If your grant project includes equipment or furniture follow your agencies procurement policy. If no policy currently exists, develop and adopt a policy. Then

you must keep invoices with the description of time, serial number, cost, etc. Label the item with a tag stating, “purchased with VOCA/VAWA grant dollars.”

3. If your grant project includes mileage, then you must keep a mileage log that includes dates, destination, miles and purpose.
4. If your grant project includes operating expenses such as rent, utilities and/or telephone then you must charge only a pro-rated portion of these expenses. Example: If the grant is 10% of your budget, only charge 10% of these expenses.
5. If your grant project includes development of materials for publication such as printing of brochures, victim packets, videos, etc. then you must keep invoices that detail how many items were produced. Include the following in your publication/videos/etc. **“This project is supported by grant #_____, from the Department of Justice-Office of Victim of Crime (or VAWA office) through the Indiana Criminal Justice Institute (ICJI). Views contained herein are those of the author and do not represent the position of US-DOJ or ICJI.**
6. If your grant project includes salary and related expenses you must keep time sheets for the funded employee identifying the types of activities performed such as direct services, administrative, training, travel, etc. Ensure that the employee is performing allowable activities. Keep a personal file (if required), signed policy statements, job descriptions, etc.
7. If your grant project includes training expenses you must keep track of the training attended, dates and personnel who attended.
8. If your grant project includes travel expenses you must follow your agency policy regarding allowable expenses. Keep an itemized list of travel expenses, including amounts for airfare, hotel, ground transportation, and per diem.
9. If a grant-funded position is vacant you must notify the Division immediately and keep the Division informed of the hiring progress.
10. If the project director leaves the agency you must notify the Division immediately and keep the Division informed of the hiring progress.
11. If the subgrantee experiences vacancy savings due to staff turnover or delay in hiring personnel you must notify the Division immediately of the dollar amount and request a reallocation or revert of funds.
12. If the project is not operational within 60 days of the original start date the agency must submit a report identifying the reasons for the delay, plan of action and expected start date.
13. If the project is not operational within 90 days of the original start date, the agency must submit a report identifying reasons for delay and ICJI reserves the right to cancel the contract.
14. Any budget modifications must be submitted in writing on the approved budget amendment form to the Division for review before reallocating any additional funds.
15. Any financial impropriety discovered you must notify the Division immediately.

Checklist for Grant Management

- ✓ Grant applications are due February 1st
- ✓ Grant award documents and Subgrantee Award Report is due 60 days after receipt of award packet
- ✓ Memorandum of Understanding are due 60 days after receipt of award packet
- ✓ 1st quarterly financial report is due October 20th
- ✓ 2nd quarterly financial report and 1st VOCA Performance Report and Annual S.T.O.P. Performance Report is due January 20th
- ✓ 3rd quarterly financial report is due April 20th
- ✓ 4th quarterly financial report and 2nd VOCA Performance Report is due July 20th
- ✓ Final financial report is due September 30th

Volunteer Usage

Volunteers are an integral component of victim assistance programs and a requirement of all agencies receiving VOCA victim assistance funds. We encourage all victim assistance programs, regardless of funding, to utilize volunteers. The recruitment, training and management of volunteers can be time consuming, but it is a rewarding process. One of the key ways to recruit, maintain, train and use volunteers effectively is to assign them duties in way they can interact with victims in a meaningful way or using their personal strengths for the benefit of the agency, i.e. computer skills, etc. The following is a list of way to utilize volunteers, keep them involved and happy. Remember, use your imagination and be creative in recruiting, training and retaining volunteers.

Volunteer Activities

- ❖ Crisis intervention
- ❖ Public presentations about the services your agency provides
- ❖ Phone calls to victims
- ❖ Supportive counseling
- ❖ Criminal justice advocacy or courtroom accompaniment
- ❖ Preparation of brochures and other sources of information for victims

Tips to Keep Volunteers Motivated

- ❖ Annual banquets/ dinners
- ❖ Regular meetings
- ❖ Thank you notes
- ❖ T-shirts to identify volunteers with the program
- ❖ Awards
- ❖ Training on a wide range of subjects
- ❖ Publicity regarding volunteer activities in the local paper
- ❖ Joint meetings with other agencies who utilize volunteers from crime victim services
- ❖ Provide frequent feedback

Volunteer Recruitment

- ❖ Aerobic instructors to teach exercise
- ❖ Teacher's during the summer for literacy training and children's programs in shelters
- ❖ Retired people
- ❖ Students from local colleges and universities
- ❖ Temporary service agency personnel to teach resume writing
- ❖ Maintenance workers to donate their skills for shelter grounds, buildings and office space
- ❖ Craft store employees to teach crafts
- ❖ Printers and copy centers to provide printed materials at cost

Preparing for Site Visits

The objective of site visits conducted by the Victim Services Division is to review each programs management functions; inventory the services provided by each program; examine the process for delivering services, evaluate the knowledge, skills, and abilities of program staff; and to perform an evaluation of the fiscal system.

When the Division calls to schedule a site visit, seize the opportunity to “showcase your program.” Take a moment to think about all your accomplishments and successes over the past year including, but not limited to the following:

- ❖ Development of new brochures, posters, videos, etc.
- ❖ Involvement in collaborative efforts within your community
- ❖ New services/assistance offered by your agency
- ❖ Involvement with task forces, communities, coalitions, etc.

Additionally you should:

- ❖ Ensure all requested materials are available to avoid having to search for materials at the time of the site visit.
- ❖ Review your notes and correspondence from ICJI regarding previous site visits.
- ❖ Review the site visit from prior visits to ensure questions can be answered.
- ❖ Ensure financial records adequately reflected ICJI revenues, expenditures, and match. If at all possible, the fiscal manager should be available at the time of the site visit in case a question arises.
- ❖ Make sure statistical records are accurate and up to date.
- ❖ Ensure that your program has specific and measurable long and short-term goals and objectives for your program as a whole. Please have a copy available.

The site visit is also a good opportunity for you to discuss challenges faced by your program. Advising ICJI staff on these issues could impact future funding in service gaps.

Most Common Site Visit Findings

- ✓ Untimely report submissions
- ✓ Lack of documentation
- ✓ Inadequate time and attendance records
- ✓ Inaccurate financial records

- ✓ Conflicts of interest
- ✓ Lack of written policies and procedures
- ✓ Lack on internal controls
- ✓ Commingling of funds
- ✓ Excess cash on hand
- ✓ Unallowable costs
- ✓ Unapproved changes in budget

Frequently Asked Questions

How can I get Victims Compensation training?

Contact the Victim Services Division Director at (317) 232-2927 or (800) 353-1484

Can STOP or VOCA funds be used to pay for coalition dues (or any other lobbying activities)?

No. None of the contracted funds may be used for lobbying activities per federal law and as the signed assurances reflect. All contracted funds are dispersed to programs in an obligated budgeted.

If 100% of my salary is paid by funds contracted through ICJI, may I still lobby?

No. Per federal law, you may not use any of those funds for lobbying activities. If lobbying is a portion of your job duties, then a similar percentage of your salary should be paid by funds other than STOP or VOCA.

Remember, the Victim Services Division is here to assist you, so please call if you have any questions. Getting the right answer now will save you from problems later.